

MULTIMEDIA



UNIVERSITY

STUDENT IDENTIFICATION NO

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# MULTIMEDIA UNIVERSITY

## FINAL EXAMINATION

TRIMESTER 1, 2018/ 2019

### BPM3814 PROJECT MANAGEMENT

(Distance Education)

13 OCTOBER 2018

2.30 p.m to 4.30 p.m

(2 Hours)

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#### INSTRUCTIONS TO STUDENT

1. This Question paper consists of 4 pages, excluding the cover page.
2. Answer **ALL** questions. All questions carry equal marks.
3. Answers should be written in the Answer Booklet provided.

Answer ALL questions. All questions carry equal marks.

(5 x 20 = 100 marks)

### Question 1

- a. Charles Brokerage Ltd. was a logistic broker for international customers for the acquisition of goods, transportation, warehousing and maintenance services. It had experience in the management of complex IS projects ranging from in-house developments to Commercial Off-The-Shelf (COTS) packages. The firm's activities were supported by an Enterprise Resource Planning (ERP) system and a number of customer specific applications. The experience and knowledge of the firm to operate and maintain an important IT infrastructure was one the firm's assets.

The company had undertaken a project consisting of the implementation of the customer's consortium for an IS for the exchange of e-commerce data in accordance with an agreed upon Electronic Data Interchange (EDI) protocol. Incidentally this project was heading for costs and time overruns; yet it was successful. However the project manager understood its main risks and undertook an approach to mitigate them. By doing this the project manager turned a difficult project around and brought it under control by using basic Project Management techniques.

When do you call one project a success? What are the factors that help the project to succeed?

(10 marks)

- b. In recent years, Vietnam Rubber Company (VRC) has invested big capital for expanding rubber plantations and upgrading rubber processing facilities both domestic and outside the country. For VRC, the concept and practice of owner's project life cycle have been used in rubber plantation projects. However, VRC has not built a type of *project life cycle* that is appropriate with its specific characteristics; therefore, some projects meet with serious difficulties during the performance duration.

Describe the project life cycle together with the outcome of each of the stages.

(10 marks)

### Question 2

- a. Nowadays software is becoming more complex. It consists of diverse components with distributed locations, complex algorithms, on varieties of platforms and many sub-contractors with different kind of development methodologies. Boehm (2015) reported that cost and risk become higher in software development project with this kind of complexity. It is vital to ensure the reliability and correctness the software being developed.

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Such aims can be reached by using documentation as tools. Documentation is used to embody information such as architecture, record artefacts, maintain traceability of requirement and serial decisions, log problems and help in maintaining the systems.

Explain the traceability matrix in software projects. What are the contents of the matrix?

(10 marks)

- b. No matter what project size, job descriptions should be clearly defined. Whether it's a 5-person team or an international collaboration, everyone needs to understand their role: that being the tasks and activities each person must complete. One way to define each team member's role is to use a responsibility assignment matrix.

How do you construct a responsibility matrix in projects? What will be the result when there is no responsibility matrix?

(10 marks)

### Question 3

- a. As project managers, we're driven by dates. Customers, senior managers and stakeholders all want to know how long it will take to complete a project. And as project management professionals, we're also measured by our ability to predict the future and be right about our predictions—despite the many unknowns. To answer the “*how long*” question, we have to plan the project, define tasks and gather estimates from the team. When you look at the various techniques, there are a lot of ways to answer. Among the various techniques, the top-down and bottom-up are popular. Discuss the various situations that lead to top-down and bottom-up approaches for estimating? Briefly explain the importance of the same.

(10 marks)

- b. Planning a major project is an exciting and challenging activity. This case study focuses on the planning that went into repairing Network Rail's Leven Viaduct situated in Cumbria. Any major engineering project requires planning for: the activities that need to be completed and sequencing these activities to the timing of the start and completion of these activities within the budgeting costs. The following are the major activities that are planned for this project. The company wanted to know the project duration and the critical activities. Calculate the project duration and identify the critical path and critical activities. Draw the network diagram and mark the critical path in that network diagram.

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| Task | Description            | Duration in months | Preceding activities |
|------|------------------------|--------------------|----------------------|
| A    | Budget approval        | 2                  | -                    |
| B    | Site selection         | 3                  | A                    |
| C    | Estimate preparation   | 4                  | A                    |
| D    | Project team formation | 3                  | B                    |
| E    | Contractor selection   | 5                  | B, C                 |
| F    | Land acquisition       | 6                  | C                    |
| G    | Electrification        | 7                  | D, E                 |
| H    | Laying of lines        | 6                  | E, F                 |
| I    | Trial and test run     | 4                  | G, H                 |

(10 marks)

**Question 4**

- a. Within the project management context, the important thing is not keep risk out projects, but to ensure that the inevitable risk associated with every project is at a level which is acceptable, and it is effectively managed. According to the Project Management Institute (PMI, 2013), project risk management includes the processes concerned with identifying, analyzing and responding to project risk. Draw the project risk management process flow diagram and explain the stages of the process flow.

(10 marks)

- b. *The PMBOK® Guide* says “The Stakeholder Management Strategy defines an approach to increase the support and minimize negative impacts of stakeholders throughout the entire project life cycle” (Project Management Institute, 2008, p. 251). Basically, this is the project team's plan to leverage the influence of stakeholders who support the project and limit the disruptions caused by stakeholders opposed to it. This confidential document outlines the plan the team will use to set and manage the expectations of various project stakeholders. What are the *three* important tools for managing the stakeholders? Briefly explain them.

(10 marks)

**Question 5**

- a. The Norwegian Government has been supporting the Tanzanian's Government through research grant to Sokoine University of Agriculture (SUA) for over 30 years. This support has been phased into different programmes each addressing specific challenges in Agriculture, natural resources and related fields. In 2005-2010, the Programme for Agricultural and natural Resources Transformation for improved livelihoods (PANTIL) was implemented. In monitoring and evaluation, the main concern is not only to know that a programme/project performs well but how well it performs. Suggest them a model of the contents of the progress monitoring information report.

(10 marks)

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- b. The fact that the majority of IT projects fail on at least one measure of success, and that billions of dollars in project waste is reported each year, suggests that there is a critical need for improving the way we manage these projects. The sobering truth is that the secret to more successful project management has been right in front of us the whole time – learning from the past. What is the formal method for evaluating project performance, extracting lessons learned, and making recommendations for the future.? What are the uses of the same?

(10 marks)

**END OF PAPER**